State of Montana
MT PRRIME

Agency Readiness Plan
Version 3.0

Updated June 29, 1998

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- This is a DRAFT document based on information available as of the date
- shown above.
- Updates will be provided monthly on the MT PRRIME web page as they become
- available.
- All agency lead associates will be informed as the updates become available.
- A message summarizing changes made within the past month will appear on this page. Visit here for a quick update.
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Agency Readiness Plan

The Plan

The purpose of this plan is to provide each agency with a tool to improve its readiness for MT PRRIME. The plan identifies areas where "agency readiness" is critical for successful implementation of MT PRRIME. A successful implementation will allow each agency to continue to access financial information, process claims, pay employees, and monitor and control budgets.

This document identifies areas that must be in order by a certain date for the Project to succeed. The document identifies a process that can be used by agency staff, and the MT PRRIME team, to assess agency readiness and identify those areas in need of additional attention, direction, or resources.

To implement the PeopleSoft modules, certain "readiness criteria" must be met. For example, certain hardware and software is required to access the system. Agency personnel must be trained in the use of the software. Each agency must review its policies, forms, and procedures and make changes where necessary.

This plan addresses:

1) the most important "readiness criteria"
2) an explanation of why these criteria must be addressed in order for the agency to successfully implement MT PRRIME
3) agency work products, or outputs, associated with each criterion.
4) a timeline required for addressing these areas
5) a method to monitor readiness for each criterion.

Montana Fish, Wildlife & Parks has loaned Barb Thomas to serve as Agency Readiness Coordinator. Barb will work with agencies, through their lead associates, in implementing the Agency Readiness Plan. Timelines and action items have been established for each of the identified readiness criteria. The readiness coordinator will meet with lead associates on a bimonthly basis to assess progress in meeting the readiness assessment dates and to provide assistance and direction in those areas requiring additional attention.

A change readiness indicator (positive readiness, moderate readiness, and weak readiness) will be applied to each item bimonthly by the agency and the Agency Readiness Coordinator.

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This document is divided into two parts. Part I is a “white paper” which explains each required activity and why it is important. This section provides details behind each of the activities listed on the Agency Workplan Activities and Time Frames.

Part II is a spreadsheet entitled State of Montana Agency Readiness Workplan. This document lists the activities, or readiness criteria, along with tasks, task descriptions, agency work products, or outputs, and task due dates. Lead associates can use this document to track progress in meeting timelines.

This plan is located on the MT PRRIME Web page (http://www.mt.gov/doa/mt_prrime/montpri.htm) and will be updated monthly.

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1. ORGANIZATION OF AGENCY IMPLEMENTATION TEAM

Individual agencies have the following responsibilities for the implementation of MT PRRIME releases:

- Each agency is responsible for the management of the internal implementation of MT PRRIME, within the state-wide plan communicated by the MT PRRIME Agency Readiness Coordinator;
- Each agency is responsible for procuring appropriate technology required (both hardware and software) and for its installation at the desktop and local area network levels;
- Each agency is responsible for re-designing and refining their internal business processes to optimize the use of the system; and
- Each agency is responsible for assigning and scheduling internal staff for MT PRRIME training.

To successfully prepare for the implementation of MT PRRIME, each agency should establish an Agency Implementation Team. This team, led by a Lead Associate, will be responsible for completing all activities required to prepare an agency for MT PRRIME. Each agency will be expected to create an organization chart listing the roles and duties of agency personnel assigned to the team. In some agencies a single individual may assume many roles. In other agencies there may need to be several people responsible for a particular role. Following is a brief description of the roles and duties of each member of the Agency Implementation Team:

Lead Associate:

Within each agency, the role of an implementation coordinator is critical for successful implementation of MT PRRIME. The responsibilities of an implementation coordinator are:

- To coordinate agency implementation efforts for MT PRRIME releases. It should be noted that an implementation coordinator is not specifically responsible for all activities; rather, their role is to ensure that all implementation activities occur, appropriate agency work products are produced, and the resources that are required (as per the plans) are available for internal implementation;
- To advise the agency if there are risks of missing any deadlines related to MT PRRIME releases;
- To coordinate information gathering that must be provided to the MT PRRIME project team by the agency;

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- To liaise with the MT PRRIME project, receive all state-wide communications from the MT PRRIME project, determine the internal flow of information and distribute it accordingly; and
- To ensure that the agency is aware of the module release schedules.

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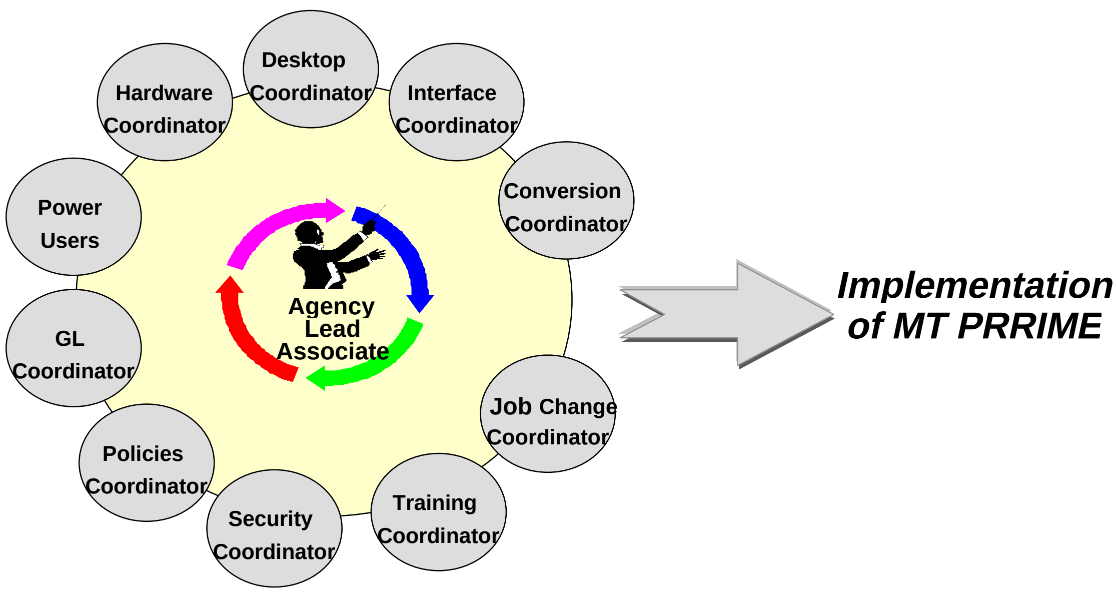

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Power Users:

These people were identified as part of a MT PRRIME survey of agencies. Each agency should let these people be part of the team. They will be primarily responsible for being the first users through training. They also will be responsible for testing agency critical tasks. This will put them in a position to support all other users as they go through training. This role should be clearly communicated to these individuals so they can prepare accordingly.

Hardware Coordinator:

This person will be responsible for coordinating, monitoring and reporting on the activities listed in the "Hardware" section of this document.

Desk Top Software Coordinator:

This person will be responsible for coordinating, monitoring and reporting on the activities listed in the "Desk Top Software" section of this document.

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Interface Coordinator:
This person will be responsible for coordinating, monitoring and reporting on the activities listed in the “Interface” section of this document.

Data Purification/Conversion Coordinator:
This person will be responsible for coordinating, monitoring and reporting on the activities listed in the “Data Purification/Conversion” section of this document.

Job Change Analysis Coordinator:
This person will be responsible for coordinating, monitoring and reporting on the activities listed in the “Job Change Analysis” section of this document.

Training Coordinator:
This person will be responsible for coordinating, monitoring and reporting on the activities listed in the “Desk Top Standard Software Training” and “PeopleSoft Module Training” sections of this document.

Security Coordinator:
This person will be responsible for coordinating, monitoring and reporting on the activities listed in the “Security Profiles” section of this document.

Reengineering Policies/Procedures Coordinator:
This person will be responsible for coordinating, monitoring and reporting on the activities listed in the “Reengineering Policies/Procedures” section of this document.

General Ledger Coordinator:
This person is responsible for coordinating the development and implementation of the agency’s chart of accounts and tree structures.

2. HARDWARE

Description

This section has the following purposes:

- Identify the Agency file server requirements for both Helena area and remote locations
- Identify the PeopleSoft software components that will be distributed to the agency file servers;
- Identify the hardware and software components that will be necessary for the Capitol Complex desktops;
- Identify the hardware and software components that will be necessary for the remote site desktops;
- Describe the proposed approach for rolling out the above software components across the state;
- Provide a description of the PeopleSoft login process
- List the "next steps" that must be completed in Phase III with regard to rollout;

Agency File Server Requirements

<u>Helena Locations</u>
There are approximately 450 Mb of PeopleSoft code that should be stored on a file server located close to the users of the system. The tables below provide the name, size, and content of the files we think will need to be loaded on a server. Please note that as more decisions are made regarding where certain processes such as COBOL and SQR's should be executed this list may change. In addition to having this software reside on a file server located close to the user, it is recommended that the SQLNet software used for Oracle access also be located on the same file server.

The file server must be NetWare 3.12 or above, or Windows NT 3.51 or 4.0. **If an agency uses NetWare 3.12, it must be configured to accept long file names.**

Each agency needs to identify a file server that will be used to store/serve this executable code. It's recommended that there be at least one file server in each building (we may change this recommendation as we learn more about the application). If there is more than one agency in a building, it may be beneficial to work together and share a file server. The PeopleSoft code and the SQLNet software will reside on these agency file servers for the Helena locations and for places that are currently connected with a T1 line.

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Lead Associates should provide MT PRRIME by July 1, 1998 the names of the file servers that will be used in their locations.

Remote Locations
For remote locations, our plan is to make available a Citrix WinFrame server that can be used by anyone that will be connecting to the Helena Capitol Fiber Backbone with a 56KB line.

Agency File Server – PeopleSoft Files

The following tables identify the directories that need to be loaded on agency file servers and a short description of what files reside in each subdirectory:

Financials

Subdirectory	# Files	Size (byte)
BIN	230	22,142,315
CRW	203	18,240,768
CRWPRO	708	40,770,068
EXCEL	10	1,069,709
NVISION	87	3,937,538
PSBOOKS	206	128,988,383
PSCUSTOM	2	5,264
SETUP	49	3,286,338
SQL NET	558	11,154,053
TUXEDO	19	706,823
WINWORD	9	114,752
SQR	757	14,481,451
SQRBINW	28	3,455,336
CBLBIN	684	17,698,869
Total	**2,875**	**248,793,951**

Human Resources

Subdirectory	# Files	Size (byte)
BIN	228	22,121,279
CRW	84	3,386,028
CRWPRO	708	40,770,068
EXCEL	13	248,040
NVISION	12	332,288
PSBOOKS	202	103,702,730
PSCUSTOM	2	5,264
SETUP	43	2,616,973
SQL NET	558	11,154,053
TUXEDO	19	706,823
WINWORD	9	114,752
SQR	1019	13,083,774
SQRBINW	25	3,417,152
CBLBIN	459	15,174,582
Total	**2,931**	**202,100,377**

Contents of the Subdirectories

Subdirectory	Contents
BIN	Necessary executables and DLLs for PeopleSoft
CRW	Standard delivered and customized Crystal Reports
CRWPRO	Installation application for Crystal Reports
EXCEL	Customization macros and query templates for nVision
NVISION	Report layouts for nVision
PSBOOKS	Online help and documentation for PeopleSoft
PSCUSTOM	DOS scripts and configuration files for switching database environments
SETUP	Executables and related files for configuration of the PeopleSoft

	environment
SQLNET	Software for communication with the database server
TUXEDO	Files for setup and configuration of Tuxedo
WINWORD	Standard forms and letters
SQR	SQR reports and the SQC files called by those reports
SQRBIN	SQR executables and associated DLLs
CBLBIN	All COBOL programs and Process Scheduler executables/DLLs

The SQR, SQRBIN, CBLBIN are example of directories that may end up being stored someplace else depending on how we decide to deploy the applications.

Desktop Hardware/Software – Capitol Complex

PeopleSoft users must have Windows 95 (or Windows NT), Word, and Excel on their workstations. Windows 95, Word, and Excel are tightly integrated with the PeopleSoft modules. To effectively utilize the Finance and Human Resource modules, users must first commit to arming themselves with a working knowledge of these three products. As users become proficient with the modules, they will utilize nVision (requires Excel) and PeopleSoft Query for reporting purposes. Standard letters produced by the various modules are produced in Word.

MT PRRIME has developed a web-based survey for agencies' use to identify potential MT PRRIME users and inventory their existing workstation hardware and software. This survey is available as a tool to plan for desktop hardware and software upgrades. The survey is available at http://www.gov/doa/mt_prrime/mtpetts.htm with a:

- **logon ID: pirs**
- **password: mtp5643z.**

<u>Hardware Minimum Configuration</u>

Operating System	Windows 95, Windows NT
CPU	Pentium Based – a minimum of 133 MHz
RAM	32 Mb or better
Minimum Disk Space	300 Mb free, in addition to any other desktop software. This is an initial estimate. Used for caching panels.
Monitor	VGA 15-inch minimum, 17-inch preferred
Printer	Should have access to a Laser Printer
LAN	Local Area Network NetWare 3.12 and above or Windows NT. Please **remember if you use NetWare 3.12 the server must be configured to use long names.**
Oracle Connection	A 32 byte version of SQLNet

Network Connect	Winsock compliant TCP/IP
Network Speed	If the client is connected to the network with a 56 Kb line that client should use the Citrix WinFrame Server to connect. If the client is on the Capitol Backbone and a 16 Mb LAN segment you should receive reasonable response time. There is some concern about 4Mb LAN segments. If you plan on using a 4Mb LAN segment please plan on doing some testing as soon as the software is available.
Network Client	32 bit network client
Word Processor	Office 97 Word
Spread Sheet	Office 97 Excel

Desktop Software Components – Capitol Complex

The following table identifies the software components to be installed on desktops in the capitol complex.

Software Component	Comments
Crystal Reports	Mostly dll's required to run the server version of Crystal Reports
Icons	Shortcuts to the PeopleSoft executables on the file server
Registry and drive mapping updates	Required to point to correct file locations
Cache	Files stored on hard drive to speed panel display

Desktop Hardware/Software – Remote sites

<u>Hardware Minimum Configuration</u>

Remote Users: Please note that if you access PeopleSoft using Citrix you will not need to meet the desktop "Hardware Minimum Configuration" requirements given in the above section. Our recommendation is to have at least a 486 for use with Citrix. You can use Windows 3.1 if necessary.

3. PeopleSoft SOFTWARE INSTALLATION

PeopleSoft Software Components
The following table identifies the software components to be installed on desktops that will use the Citrix Winframe server to gain access to PeopleSoft. These will be those desktops connected with a 56Kb line.

Software Component	Comments
WinFrame	Software to communicate with the Citrix server
Icons	Shortcuts to the WinFrame executable
Registry and drive mapping updates	Required to point to correct file locations

MT PRRIME Software Distribution Approach

We are researching the possibility of using Novell Launcher. We should be in the position in a few months to finalize what our recommended software distribution approach will be.

Proposed Approach for Capitol Complex Rollout
Preliminary discussions with ISD indicate that that Novell Application Launcher (NAL) will be used as the Software Distribution tool for the State. NAL provides the ability to automate the distribution of software to any server or workstation on the NDS. A few agencies that are not on the NDS (MDT for example) will need to centralize the distribution of software within their agency.

Proposed Approach for Remote Site Rollout
Preliminary discussions have focused on either:

- a manual distribution of WinFrame/Citrix software to sites outside the capitol complex

OR

- using NAL as mentioned above to distribute PeopleSoft/Citrix to remote sites.

Tests will have to be conducted in order to determine if the NAL will distribute the software over 56 Kb lines satisfactorily.

4. DESKTOP SOFTWARE TRAINING

A working knowledge of Windows 95 (or NT), Word, and Excel is a prerequisite for PeopleSoft module training. Users are encouraged to have these products on their workstations in order to learn these applications at least a month before attending PeopleSoft module training.

Training on these desktop applications is an agency responsibility.

As agencies plan this training, please keep the following target implementation dates in mind:

Asset Management	Fall, 1998
Human Resources/Payroll	April, 1999
Finance (GL, AP, AR, Purchasing)	July, 1999

Competencies in Windows 95 (or NT), Word and Excel are necessary due to the tight integration of PeopleSoft modules with Microsoft desktop applications.

5. INTERFACES

The purpose of this section of the document is to provide agencies with some information about the external interfaces that will be made available. The most important thing to note is that any interfaces currently used by an agency to either transfer data to or extract data from any of the current Legacy systems will be replaced or eliminated.

One of the most important tasks of this role is to analyze agency systems (in conjunction with agency accounting or human resource personnel) to determine if PeopleSoft will replace the agency systems. If PeopleSoft can assume the workload of an agency system, building an interface may not be necessary; however, if an agency system remains, building an interface and rewriting the system according to the new chart of accounts will be necessary.

Detail information regarding Interfaces can be found in the MTPRRIME INTERFACE DOCUMENT. The most current version of this document can be found on our WEB page (http://www.mt.gov/doa/mt_prrime/interfce.pdf).

6. DATA PURIFICATION CONVERSION

Data in agency systems that will transition to the new PeopleSoft modules will be the responsibility of the agency. Each agency should review its data to insure that the data is pure before loading. Agencies that currently have systems that will be replaced by PeopleSoft (i.e., fixed assets, training history, time and attendance, travel advances cost allocations and budget systems) will be responsible for building a flat file of the data that will be converted to PeopleSoft. The following table identifies when MT PRRIME will provide the file layout and when the agency will need to have their flat file ready depending on module. Along with the layout will be some recommendations concerning how to insure the data will pass the PeopleSoft edits. After the data is loaded to PeopleSoft, it will be each agency's responsibility, in cooperation with MT PRRIME, to verify that data transferred from their system is accurate and complete.

Module Name	MT PRRIME	Agency
Asset Management	07/15/98	08/15/98
Human Resource	09/01/98	12/15/98
Other Finance Modules	10/01/98	02/01/99

7. PeopleSoft MODULE TRAINING

MT PRRIME will provide designated agency employees training in the PeopleSoft financial and human resource modules.

MT PRRIME will use a "just in time training" philosophy. This means that designated users will receive training as close as possible to the module "go live" date. For example, those employees who will be using the human resource modules will be trained as close to the April 1, 1999 "go live" date as possible. Financial module users will be trained in May/June, 1999. MT PRRIME will provide a registration/enrollment process for each agency.

Each agency can update its user lists on line as new hires, transfers and retirements occur. Approximately three months before PeopleSoft module training, MT PRRIME will notify each agency of the number of training "slots" available to be filled. This number will be based on the information previously received from the agency training survey, the audience analysis each agency completes, and on MT PRRIME's capacity to provide teachers and facilities for training. MT PRRIME will work with agency training coordinators to explain the registration process and to assist in deciding which employees to enroll in training.

The Montana Department of Transportation, DPHHS, and OPI have donated training facilities for the training effort. These facilities will be used in conjunction with the MT

PRRIME Training Facility at 2750 Airport Road. To minimize travel, every attempt will be made to schedule classes to accommodate employees requiring training in more than one module.

Each agency should designate some of its employees as an agency resource for other employees to turn to with questions about how modules work. This will be particularly helpful in the period immediately after cutover.

8. SECURITY PROFILES

The security delivered within PeopleSoft is primarily grouped into three categories: Operator, Object, and Row Level. PeopleSoft's security tools provide a high degree of flexibility in securing the system, but with this flexibility comes a myriad of decisions to make. The MT PRRIME team is in the process of identifying several distinct groupings of operators in order to permit various users access to only those objects and data sets which they will need. For each Operator or Operator Class, the Imported files, Panels, Menus, Records, Tree Structures, Trees, Translate Tables, and Queries that should have Read-only or Update access need to be defined. The following table identifies;
1) the target date for the MT PRRIME Team to complete the definition of the Operator classes; 2) the date agencies need to have associated each PeopleSoft user to an operator class.

Module Name	MT PRRIME	Agency
Asset Management	07/15/98	08/10/98
Human Resource	01/01/99	03/01/99
Other Finance Modules	04/01/99	06/01/99

Please note this security will need to be controlled centrally. The MT PRRIME team will be designing a security request form similar to the one currently being used for SBAS, as part of its effort to identify the operator classes.

9. REENGINEERING POLICIES/PROCEDURES

Each agency will find it necessary to review and revise existing policies and procedures based on changes caused by the use of PeopleSoft modules. These changes need to be identified and in place when PeopleSoft modules "go live," recognizing that roles and duties may change as each agency becomes familiar with the new functionality.

To assist in this effort, it is important that agency personnel attend MT PRRIME-sponsored system demonstrations, overviews, etc. to gain understanding of the functionality of the modules. In addition, agency policy coordinators will find value in the following:

A. MT PRRIME "To Be" Process Flows.
These module-specific documents illustrate the future work processes for employees who will be utilizing the different PeopleSoft modules. This document is available, in hard copy, from MT PRRIME.

B. Afternoon Work Sessions at MT PRRIME

Tuesdays	3:30 to 5pm	Human Resources
Wednesdays	3:30 to 5pm	Finance
Thursdays	3:30 to 5pm	Information Technology

C. Software Demonstrations and/or Module Training
Human Resources and Finance will present demonstrations and training sessions for specific modules.

Each agency should follow up by reviewing current policies and procedures, assessing the impact that the new modules will have, and revising them accordingly. Essential job functions, key competencies and skills required, interfaces within the organization, system interfaces, as well as key outputs need to be addressed.

Internal "brainstorming" sessions may be beneficial to identify and summarize a list of opportunities to streamline or simplify existing processes.

- Current workflow and approval processes should be reviewed and modified, if necessary, to accommodate changes.
- Impacts on current job requirements may be necessary to determine what new skills are required.
- New reporting relationships may be necessary as well as new levels of responsibility and accountability.
- New performance-based measures and evaluation criteria may need to be identified.
- Existing agency forms should be reviewed and revised for compatibility with the new system.
- New policies and procedures must be communicated to key agency personnel.

10. JOB CHANGE ANALYSIS

New software systems necessarily change the ways that employees perform their business. PeopleSoft is no exception. The skills needed to complete our existing jobs may change with the implementation of PeopleSoft. The trick is to understand what those changes will be far enough in advance to plan for the change…by providing employees the necessary skills and reviewing processes, forms, and procedures to accommodate the new way of doing business.

Many financial and human resource business processes will be redesigned as a result of the implementation of the PeopleSoft modules. These changes may require us to develop unique skills and adapt to new organizational structures. Roles and duties may be redesigned. Approvals and existing workflow may be changed. Job realignment may occur.

Generally, each agency will want to identify those positions most likely to be impacted by the implementation of the PeopleSoft modules. To assist you in accomplishing this task, refer to the Job Design Document for suggestions. MT PRRIME can provide a copy of this document to each agency Job Change Analysis Coordinator. Key challenges related to role changes are discussed. In addition, potential system, process, technology, and organizational "to be" design issues are raised in each module area.

It is expected that MT PRRIME may impact the following state position classifications:

accounting clerk, technician, specialist, and manager
fiscal manager
administrative officer
administrative support
auditor
budget analyst
career executive assignment
employment services personnel
payroll benefit clerk, technician, specialist
central payroll personnel
personnel specialist
program analysts, specialist
purchasing/supply personnel
purchasing services supervisor
training personnel

warehouse worker
stock clerk and manager
information systems operator

Agency managers and Job Change Coordinators will want to review the MT PRRIME Job Design Document and discuss this material with employees whose jobs will change. By working together, employees and managers can revise policies and procedures and acquire the knowledge and skills required to operate the new system.

11. GENERAL LEDGER AND TREE STRUCTURE

The PeopleSoft (PS) General Ledger combines an integrated financial database with general ledger accounting, budgeting, financial analysis, inquiry and reporting features. Through user defined edits, reporting hierarchies and chartfields the General Ledger controls the form in which all financial transactions are posted.

The chart of accounts drives the form of all accounting transactions. The following table reflects the chart of accounts that we are implementing for the PeopleSoft financial modules and the related fields or source where the data is captured on the Statewide Budgeting and Accounting System (SBAS).

PS Chartfield	Max. Field Size	SBAS Chartfield
Business Unit	5	Agency Number
Budget Year	4	Fiscal Year
Fund	5	Accounting Entity
Organization	10	Responsibility Center
Program (Appropriation Year)	5	Appropriation Year Imbedded in Appropriation Number
Account	6	Control Account, Objects of Revenue and Expenditure
Project/Grant	15	Responsibility Center
Sub-Classification	5	Appropriation
Statistics Code	3	Not Available

Agencies should begin designing their chart of accounts following the PeopleSoft structure. This is particularly critical if you are generating accounting transactions from agency systems that will need to interface with the PeopleSoft modules. The transactions generated from these systems must reflect the PeopleSoft chart of accounts and comply with the related interface layout requirements prior to implementation on July 1, 1999.

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In the PeopleSoft financial and human resource modules, “detail values” such as those in a particular chartfield, are summarized for reporting purposes using a tree like structure, hence the name “Trees”. In the SBAS, merging responsibility centers and/or reporting centers into a reporting center creates summary reports. In PeopleSoft the Tree approach provides this same logic to create summaries.

Each agency will need to determine how they want to summarize their financial information in the PeopleSoft environment. This essentially involves deciding how you want to summarize the “detail values” associated with the chartfields.

A good example is the need to determine how you will summarize activity associated with the PeopleSoft Organization and Project/Grant chartfields. These 2 chartfields are replacing Responsibility Centers. The Organization chartfield is used to record budgetary, revenue and expenditure information in a manner that directly corresponds to your organizational structure. This typically occurs at the division, bureau or unit level.

The Organization chartfield is important because it also governs the grouping of positions into organizational units on the Human Resource (position control) and Payroll Modules. “Organization” on the General Ledger corresponds to “Department” in the Human Resource modules. Make sure your General Ledger Organization chartfield structure is consistent with how you will want to group your positions for budget purposes. “Department” is the principle cost center on the HR side, but also is used to organize staffing and system security. You will need to determine your Organization chartfield structure at an earlier date than other chartfield values due to the April 1999 implementation of the Human Resource modules.

When you desire to track revenue and expenditure information at hierarchical levels, across organizational lines or over time periods that differ from the State fiscal year, the Project/Grant chartfield is typically utilized.

The development of your reporting relationships associated with the Organization and Project/Grant chartfields will require input from a wide variety of staff, representing budgetary, accounting and management interests.

COMING SOON: ADDENDUM I –-- ASSET MANAGEMENT